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PSYCHOLOGICAL STRATEGY BOARD  
WASHINGTON, D. C.

June 17, 1953

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MEMORANDUM FOR THE PSYCHOLOGICAL STRATEGY BOARD

SUBJECT: Coordination of Technical Planning for  
Psychological Operations

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At [REDACTED] request, the attached memorandum is  
circulated for Board consideration of recommendation (2)  
on page 3, which calls for the creation of a standing  
committee to coordinate technical planning in the broad-  
casting field.

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Acting Director.

Enclosure:

1. Copy of memo from T.H.E. Nesbitt,  
TD, State, to Mr. Martin Merson,  
I, State, 6/10/53.

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State Dept. review completed

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June 10, 1953

TO: I - Mr. Martin Merson

FROM: TD - T.H.E. Nesbitt

SUBJ: Coordination of Technical Planning for Psychological Operations.

Unfortunately Mr. Barringer did not, prior to his departure, have the opportunity to express his views in writing to you on the necessity for a greater degree of technical coordination for psychological operations.

Having been designated by him to act in his stead during his absence on matters of this nature, I take the liberty of setting forth a few reasons why closer coordination and the location of the VOA Engineering Staff in Washington is required:

(1) The assignment of frequencies for high frequency broadcasting, on a national level and frequency management, such as it is, takes place in Washington. Much of the New York Engineering Staff's time is spent in commuting to Washington to espouse the cause of the VOA. Considerable economies could be effected and better liaison maintained if the engineering function were centralized in Washington.

(2) Planning for international high frequency broadcasting conferences and negotiation, prior and subsequent thereto, is coordinated in Washington. It is necessary that the VOA engineering planning staff be immediately available on a daily basis to properly protect its position.

(3) In the past, as a result of actions of the NSC, PSB, State, other agencies of the Government and private enterprise, new international high frequency broadcasting entities have been created and given a mission to perform without prior or concurrent consultation with the technical staffs to determine the feasibility of those operations. Undeniably, the Engineering Staff of the VOA should participate actively in any such planning in conjunction with the Telecommunications Policy Staff of the Department, the CIA, Defense, private consulting firms and others, as required. A Standing Committee composed of representatives of the foregoing should be recognized as expert in the field and should have direct access to the PSB or any similar body which may be created and who will have cognizance of psychological operations. Since these problems are of a day-to-day nature, it is extremely difficult to effect the desired degree of coordination when some of the best talent in the field is located in New York. Intelligence and engineering data to support the work of such a committee are immediately available in Washington at the Bureau of Standards, CIA, Defense, FCC and the Department.

(4) A recommendation submitted to the NSC as a result of the exercise conducted in regard to NSC 137 strongly recommends the augmentation of monitoring facilities. The results of this monitoring is a necessary adjunct to good broadcasting. The results of our monitoring endeavors will be coordinated in Washington.

(5) Many of the recommendations contained in the Panel reports, produced as a result of NSC Action 710, give support to the foregoing recommendations.

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(6) It is highly desirable that there be maintained in one location an inventory of all facilities and equipments used in high frequency broadcasting by all entities, government and non-government, engaged in that practice. Ridiculous situations have occurred in the past where one broadcaster, government or otherwise, was buying or competitively bidding for facilities, on the open market, which another U.S. broadcaster had warehoused. In order that the maximum amount of savings can be effected and the maximum utilization of existing facilities obtained, records centrally located of all such equipments should exist. The committee mentioned in (3) above should maintain such records.

(7) There is a general tendency (exclusive of IIA) to locate new facilities as close to the Curtain as possible, without due regard for our ability to protect those facilities in the event of an all-out or localized war. It is our view that the facilities should be so located that were one area to become a theater of conflict, facilities in a remote location could be brought into use. West Germany is a heinous example of over-crowding. Additionally, were we to be faced with a hostile government in Germany during peacetime, it is conceivable that the use of a large amount of U.S. facilities might be jeopardized. Again the need for better coordination of broadcasting planning.

(8) I believe that the coordination proposed herein could be successfully accomplished through the utilization of existing or even less manpower than is now required.

Many of the foregoing liaison and coordinating functions recommended above are presently taking place on an informal basis, but those of us who are faced with these problems are not satisfied with the work we are able to produce in the absence of specific terms of reference. Many of these suggestions have been discussed in the past within the Department and with [ ] of RFE and others. We all agree that something should be done. The fact is we are still "ad hocing". In view of the broad general interest shown in psychological operations by the new Administration and the numerous studies and reorganizations that are presently being conducted, it would seem desirable that immediate and affirmative steps now be taken to provide the machinery, (3) above, to properly implement any orders received from the White House, the NSC or other properly constituted policy planning bodies.

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In conclusion:

(1) I strongly recommend that the technical planning staff of the VOA be quartered in Washington,

(2) that a standing committee as suggested in (3) above be immediately constituted with specific and firm terms of reference which would make possible the necessary coordinated planning so urgently required for the:

- (a) most efficient and equitable use of frequencies,
- (b) most efficient use of existing facilities,
- (c) most effective use of intelligence information, monitoring and other,

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- (d) most effective use of government personnel and industry consultants,
- (e) proper location of new facilities from the broadcasting, political and strategic points of view,
- (f) integration of long-range plans of all international high frequency broadcasting entities.

TD/ERC/THENesbitt:ekk

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